

Table of contents

Foreword	VII
Acknowledgements	IX
List of figures	XV
List of tables	XVII
List of abbreviations and symbols	XIX
Preface	3
References	6
Paper I	
Effective Brand Strategy Implementation:	
Review of Literature and Avenues for Future Research	9
Literature review	11
Brand strategy implementation characteristics.....	12
Determinants of brand strategy implementation.....	15
Outcomes of brand strategy implementation.....	17
Moderators	19
Conclusion.....	20
Conceptual framework and propositions	21
Implementation-related brand strategy formulation capabilities and the effectiveness of brand strategy implementation	23
Organizational learning capabilities as moderators of BSI effectiveness.....	29
Brand strategy implementation capabilities and firm performance.....	32
Conclusion	34
References	36
Paper II	
The Strategy Implementation Capability (SIC) Scale: A Learning-Based Measure of How To Make Strategy Implementation Effective	
Conceptualization of construct.....	46
Strategy implementation as organizational learning.....	46
Strategy implementation capability.....	48

Scale development	52
Scale generation.....	53
Scale refinement.....	58
Scale validation	65
Scale reduction	70
Convergent and face validity of short SIC scales.....	73
Nomological validity of short SIC scales	73
Discussion and conclusion	75
References	80
Appendix	86

Paper III

How Innovative Marketing Strategies Translate into Firm Performance:

The Key Role of Firms' Strategy Implementation Capabilities	91
Strategy implementation as organizational learning.....	94
Strategy implementation capabilities	96
Conceptual model and hypotheses	98
The traditional perspective: The strategy innovativeness-strategy strength-strategy implementation effectiveness-firm performance relationship	100
The mediating role of firms' strategy implementation capabilities	102
The communication perspective: The strategy innovativeness- strategy clarity- implementation effectiveness relationship	102
Effects of strategy implementation capability on strategy clarity	103
Strategy implementation capability as a moderator of the strategy innovativeness-strategy clarity-strategy implementation effective- ness relationship.....	104
Method	105
Sample and data collection	105
Measures.....	107

Results	109
Assessment of construct reliability and validity	109
Tests of the hypothesized relationships	112
Discussion	116
Limitations and future research	120
References	122
Appendix	128